

# ***SPAWAR***



# **NDIA**

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION

# **NDIA**



# Welcome to the *SPAWAR*/Industry Executive Network

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**24 February 2005**  
**Admiral Kidd Conference Center**



# Today's Agenda

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- **Kick off**
  - **SPAWAR Update**
  - **PEO Update**
  - **SPAWAR Chief Engineer Update**
  - **Contracting Update**
  - **Open Q & A**
- George Klein**  
**Scott Randall**  
**Jim Churchill**  
**Tom Higbee**  
**CAPT Lowndes**  
**All**



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- Kick off
  - **SPAWAR Update**
  - PEO Update
  - SPAWAR Chief Engineer Update
  - Contracting Update
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- George Klein  
**Scott Randall**  
Jim Churchill  
Tom Higbee  
CAPT Lowndes  
All





# New Initiatives on the Horizon

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- Enterprise Executive Decision Board (EDB)
- SPAWAR Enterprise Strategic Plan
- Commander's Guidance 2005
- PEO Realignment
  - New PMW structure and PMs
- SPAWAR Enterprise COMNETWARCOM alignment



# SPAWAR Enterprise Strategic Plan

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- All inclusive Enterprise-wide partnership
  - **SYSKOM/PEOs/SSCs/DNMCI)**
- Covers longer period: 2005-2010
- Far-reaching
- Key to our success and Navy Transformation
- Failure is not an option



# Strategic Plan - Basic Tenets

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- **Mission Statement:**  
*SPAWAR* Enterprise “delivers” FORCEnet – transforming information into decisive effects
- **Vision Statement:**  
“FORCEnet is the decisive weapon for the future Force”
- **Commitment:**
  - “We are dedicated to the Joint warfighters, who stand in harms way preserving our peace and defending our nation and its allies against aggression at home and abroad.”

- **Deliver Fn as an Enterprise**
  - SYSCOM/PEOs/DNMCI/SYSCENs
  - CNNWC/OPNAV partners
- **Improve our Acquisition Support**
  - Contracting, Technical, Comptroller etc.
  - Increase support for PEO-IT/ACNO-IT
- **Human Capital Strategy**
  - Project the future – eg. LSI implementation
- **Productivity – “Net Effect”**
  - Lean/Six Sigma
  - Cross organizational initiatives





# Commanders Guidance 2005

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- Annual Initiatives
- Flow Down from:
  - Strategic Plan
  - CNO guidance
  - SECNAV guidance
  - ASN(RDA) Source Document
  - Virtual SYSCOM guidance
- Approved by Executive Decision Board



# Speed to Execution



**“The Admiral told us we needed to do everything faster....  
I needed a hardware upgrade to do that!”**



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# Outline

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- **Organizational Changes**
- **C4I Integrated Roadmap**
- **Lead Systems Integrator (LSI)**
- **2005 Focus Areas**
- **Questions**





# PEO C4I and Space Internal Reorganization

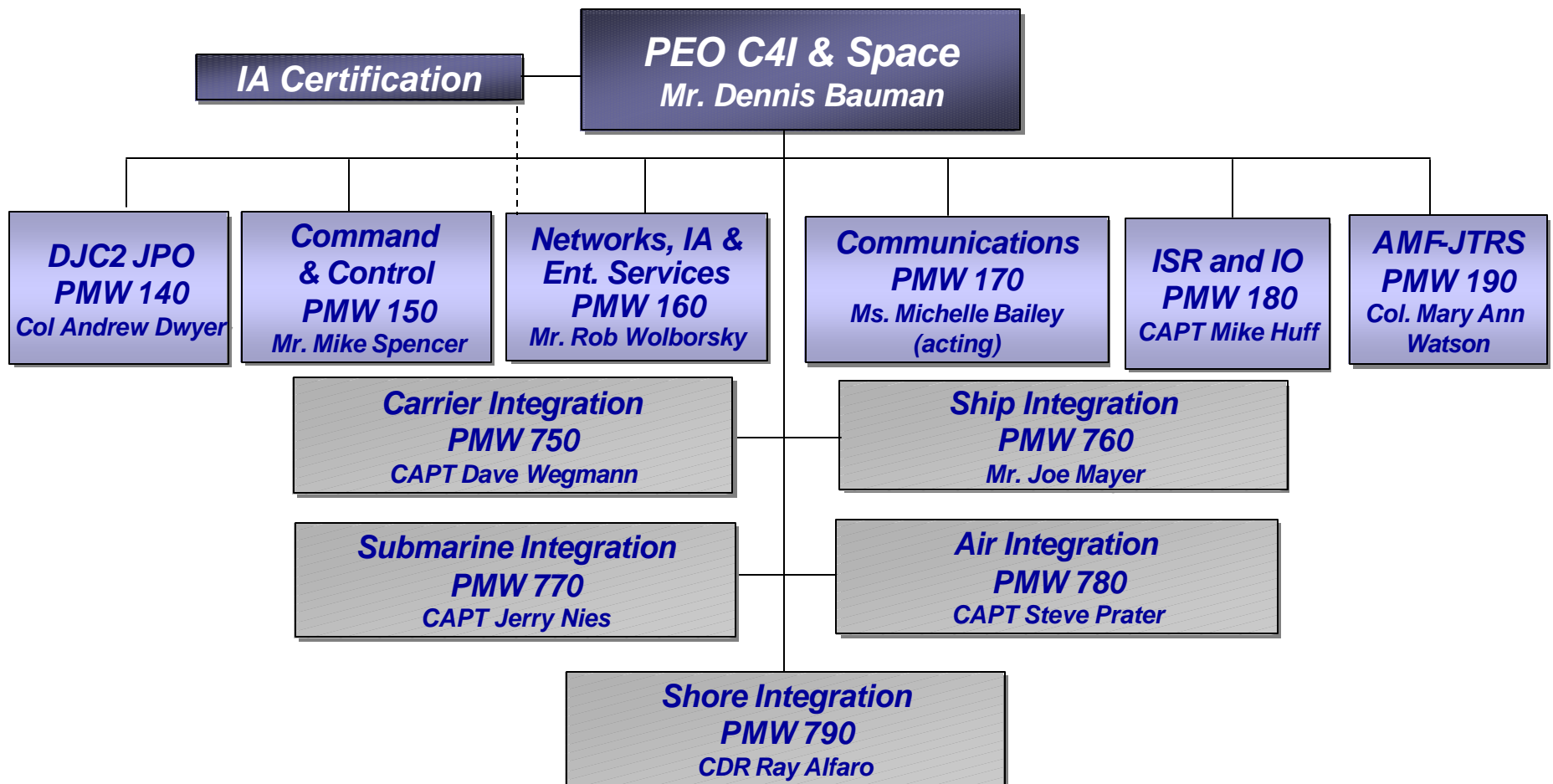
## *Major Improvements Sought*

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- **Align to PEO C4I Roadmap**
  - Positioned to implement C4I portion of FORCEnet
- **Focus on capabilities vice products**
  - Align to DoN vision of a networked Force
  - Align with Fleet, OPNAV and POM Process
- **Become C4I provider for new platforms**
  - Currently do fleet modernization almost exclusively
  - Platform solutions sub-optimal in interoperability and sustainability
  - Improve commonality
- **Become even more efficient**
  - Divest any product lines not in our core expertise
  - Consolidate commodity acquisition (PCs, routers, antennas)
  - Reduce organizational infrastructure



# PEO C4I and Space Organizational Structure





# Outline

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- **Lead Systems Integrator (LSI)**
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- **Questions**



# C4I Integrated Roadmap Vision

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- Provide a path out of the box-oriented “C4I Spaghetti”
- Allow us to provide *capabilities-based* integrated products for the fleet
- Serve as a mechanism to synchronize delivery, ensuring the planning and programming timelines of systems and infrastructure are logically aligned
- Reveal gaps and overlaps in capability that we must address in our current systems
- Provide a common framework for requirements & resource discussions with NETWARCOM & OPNAV





# Naval Platform NCW Characteristics

Operational Goals	DoD Net-Centric Checklist	Naval Platform Characteristics
Remove Bandwidth as a Capability Limit	Internet Protocol (IP)	Bandwidth Enabled
Multi-path Transport & Redundant Paths	Secure & Available Comms	
Capability on Demand	Quality of Service	Services Oriented Architecture
Distributed Operations	Application Diversity	
Customized Applications	Smart Pull (vice smart push)	
Multi-User Access	Data Centric	User Customized Systems
Customized Delivery	Post in Parallel	
Assured Sharing	Assured Sharing	
Information Provided to Operator is Relevant, Timely, Accurate, and Usable	Only Handle Information Once (OHIO)	



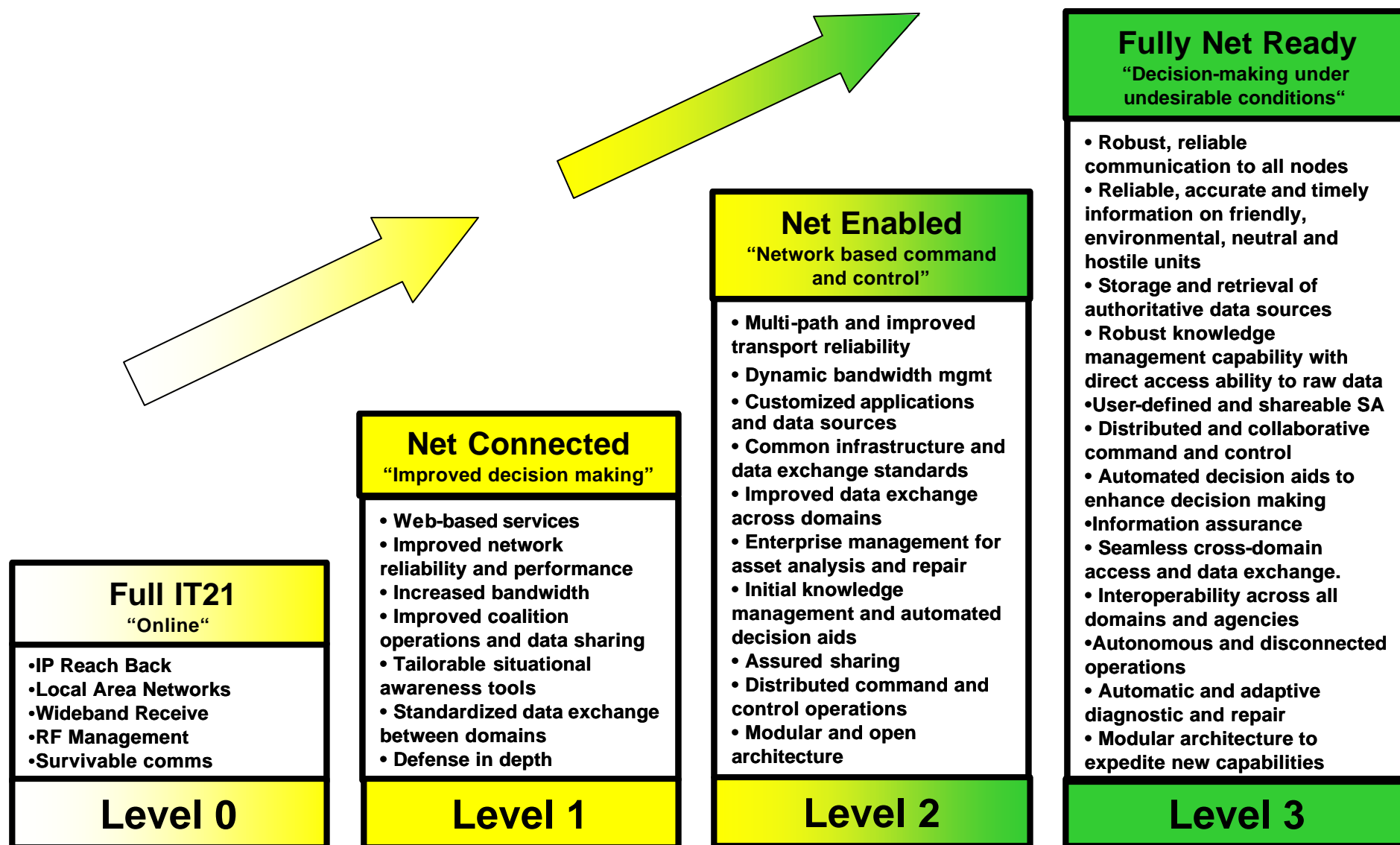
# Power of the Roadmap

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- Defines NCW Readiness levels for ships, subs, aircraft, and shore nodes
  - Requires Fleet and OPNAV endorsement of NCW Levels for platforms
- Charts levels by platform across FYDP
  - Bandwidth enabled
  - Services Oriented Architecture
  - User Customized Systems
- Synchronizes Requirements with Resources to deliver Capabilities
  - Slow down some, speed up others
  - Reduce budget for some, increase budget for others
- Provides rational basis for SHIPMAIN decisions
  - Enable capability based “voting”

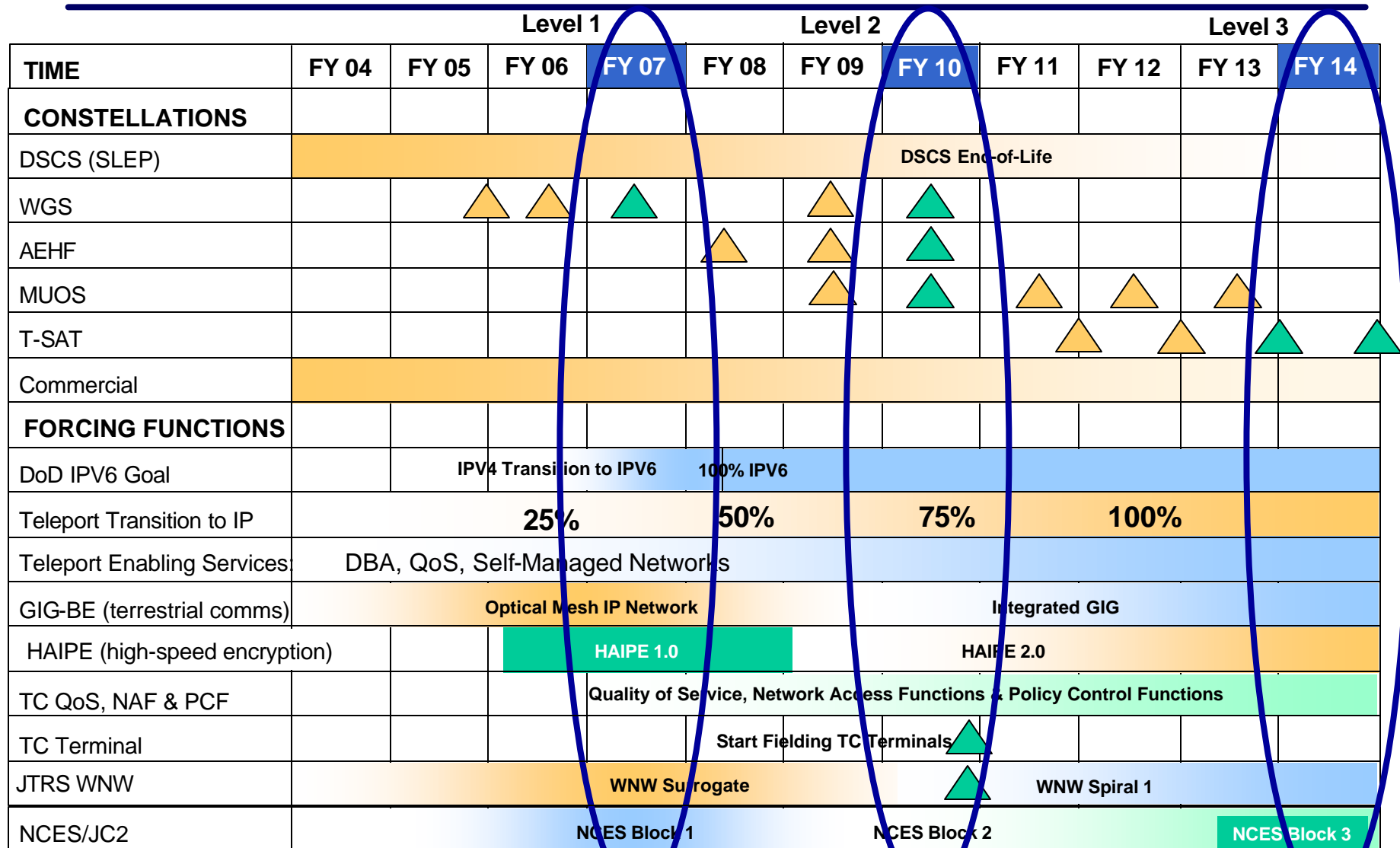


# Capability Stepping Stones to FORCEnet





# NCW Ready Improvement Opportunities







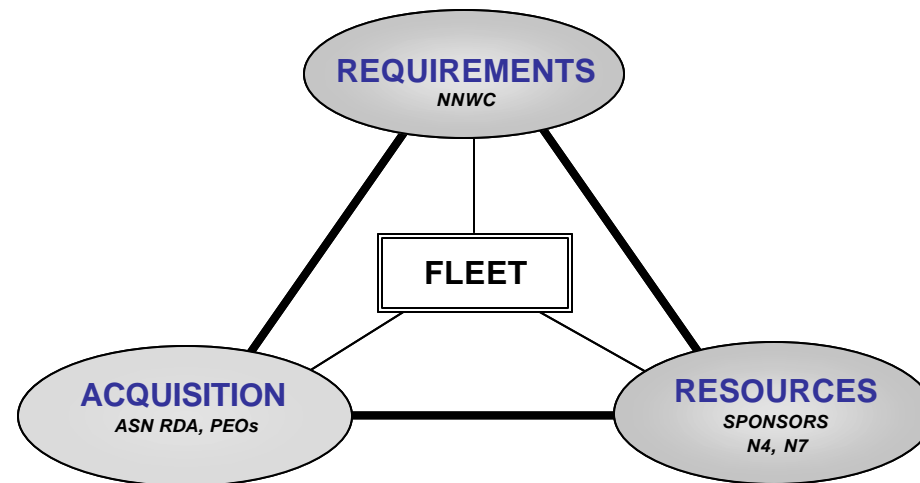
# NCW Level Components

	Platform	Level 0 Basic Network Connection	Level 1 Higher Bandwidth & Improved Network Infrastructure	Level 2 NCW Enabled	Level 3 Fully NCW Ready
Bandwidth Enabled	Ships Subs Shore	IP capable, Link 11, Link 16, MIDS-LVT (LOS Only), DWTS, CWSP, EHF MDR, DSCS, INE	INMARSAT upgrades (2X BW), GBS IP migration, EHF HF, X/C-Band for DDGs, ADNS Incr 2 (IP Static QoS Mechanism, Traffic Mgmt Mechanism & Application Prioritization, WGS BW Bottleneck), ISNS Incr 1 (Traffic Shaping/IP compression), Link 22, Dynamic Data Link Network Management, CSRR, Sub HDR antenna, High Speed Global Ring (HSGR), SSGN, VA SHF, Sub Cutover to n BLOS Tactical Data Exchange, VoIP Incr 1, HAIPE	IPv6, NMT (4X Protected BW (2 Mbps)), WGS w/ EBEM modem (10X BW (15 Mbps)), MUOS (64 Kbps to small term), JTRS, WNW, Tactical Networking Waveform, Video over IP, CDL Spiral 1, Sub COMMS at Speed/Depth, Sub SHF (FOT, Sub X-Band Turbocodic modem), WGS Ka, ADNS Incr 3 (Black Core Routing), Satellite Dynamic Bandwidth Allocation, Sub HDR antenna, VoIP Incr 2	TSAT w/ TC terminal (17-45 Mbps protected), Advanced HDR antenna, TCDL/Ku-band in the OE-538, VoIP Incr 3, IXS Cutover/Assured IP
	Aircraft	Legacy, MIDS-LVT (LOS Only), Link 11	Link 16, Link 22	MIDS JTR, WNW (TTNT-Like), Tactical Networking Waveform, Weapons Data Link	TSAT w/ TC terminal (17-45 Mbps protected), IXS Cutover
Services Oriented Architecture	Ships Subs Shore	Sharing of data via translators (Link 16 data to CCS via translators), IP Capable via LAN, Link 11, MIDS-LVT (LOS Only) Link 16 data integrated into Combat (exception of 10 CVs, CGs), Serial Crypto, INE, CENTRIXS, GPS Receivers (NAVSSI)	GCCS 4x (web enabled services), ISNS Incr 1 (ruggedized redundant network, GIG-E), SSEE Incr E, NGC2P, Link 22, COMPOSE 2&3, Sub-LAN (Incr 1&2), CDL-N, SCI Networks incr 2, Enterprise Management Spiral 1, CENTRIXS BLK 2, CND Phase 3, EKMS Phase V, BLOS Tactical Data Exchange, Port DMS to ISNS/Sub LAN, GPS User Equipment Upgrade (NAVSSI, NAVWAR), HAIPE	IPv6, NCES Incr 2 (Common Enterprise Infrastructure, Open Services/Interfaces, Web-Enabled), DCGS/TCs, WNW uses CLIP for Combat interface, COMPOSE 4, CDL Spiral 1, CLIP, JTRS, WNW, Tactical Networking Waveform, SSEE Incr F, JICO Support System, Enterprise Management Spiral 2, Content Based Encryption, GPS Modernized User Equipment, ISNS Incr 2	CDS (Content Based INFOSEC), Merged Networks, NCES (Incr 3), IP based combat systems (DDX, CVN 21), Assured IP, Sub-LAN Incr 3, Enterprise Management Spiral 3, SCI Networks incr 3
	Aircraft	Some aircraft with Link 16 MIDS-LVT (LOS Only), Link 11, GPS Receivers	Link 16, Link 16 data integrated into OFF, Link 22, GPS User Equipment Upgrade (NAVWAR)	CLIP, MIDS JTR, WNW (TTNT), Tactical Networking Waveform, Stand Alone Display uses IP data (Kneeboard IP capability via WNW pipe), WNW uses CLIP for host interface to OFF, Weapons Data Link, GPS Modernized User Equipment	CDS (Content Based INFOSEC), OFF uses IP based information, Modify OFF to handle IP based traffic
User Centric Information Systems	Ships Subs Shore	Sharing of data via translators, CDF/BGPHES/COBLU	GCCS 4x/JC2 Incr 1 (Web Enabled Devices, User Defined Operational Picture (UDOP)), COMPOSE 2&3, SSEE Incr E, CUB (SCI GCCS), METOC Upgrades, NTCSS, Optimized Organizational Maintenance Activity (OOMA), TMIP-M, Navy Enterprise ERP Convergence Effort, CBR Dispersion, JWARN,	IPv6, JC2 Incr 2 (Common Enterprise Infrastructure, Applications Migrate to NCES), CLIP, COMPOSE 4, DCGS/TCs, SSEE Incr F, JICO Support System	JC2 Incr 3 (DOD wide use of Services Oriented Architecture), CDS (Content Based INFOSEC)
	Aircraft				JC2 Incr 3 (Modified OFF to handle IP based Information)



# Integrated Roadmap as Community Tool

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- Roadmap allows the Community Triangle to synchronize efforts
  - 1) Assists the Fleet in prioritizing requirements
  - 2) Facilitates educated decisions by sponsors to defend appropriate resources
  - 3) Guides PEO C4I & Space to acquire/develop/field the correct capability at the correct time



# Outline

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- Organizational Changes
- C4I Integrated Roadmap
- **Lead Systems Integrator (LSI)**
- 2005 Focus Areas
- Questions



## PEO LSI Objectives

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- Move work to Industry that belongs with Industry
- Focus PEO on acquisition vice engineering efforts
- Promote integration objectives across the PEO enterprise
  - Avoid awarding one single large contract (e.g. FCS)
  - Incentivize coordination between integrators
- Use contract incentives to achieve government objectives
- Accelerate and strengthen C4I Integrated Roadmap
- Deliver integrated C4I solutions on new construction platforms and FMP





# Business Line/Program Manager Objectives

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- Encourage timely delivery of integrated, Fleet-responsive products and services
- Minimize costs of technology upgrade, support and sustainment
  - Reduce Life Cycle Cost
- Focus acquisition workforce on program management by minimizing need for day-to-day integration of multiple suppliers
  - Alleviate burden of managing multiple projects and contractors

***Challenge: Meet both PEO and PM goals***



# Lead System Integrator (LSI) Concept *Definition*

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- The typical LSI model delivers and sustains an end-to-end system
- Functional Product Focus
  - Delivering integrated products across a functional capability
    - C2, ISR, Comms, Networks
  - Scope could have a wide range:
    - Development → Integration → Install → Train → Support
- Platform/Enterprise Focus
  - An enterprise or a C4I platform integrator can ensure interoperability across functional areas for delivery to platforms or domains
    - CVN-21
  - “Enterprise” Focus of Network & Enterprise Services
    - Common PC procurement, h/w integration, install?
    - Common software management?



# Goal

## Today

- Current SCN and FMP approaches sub-optimal
- Stovepiped C4I systems
- Government engineering in competition with industry



## Tomorrow

- Agile C4I systems delivery process
- Integrated C4I product suites
- Workforce focused on acquisition

Deliver integrated C4I systems that ensure interoperability across functional areas and platforms:

- *LSI concept is the model*
- *Efficient LSI delivery compatible with capability vice product, tailored to platform*
- *End product is integrated and “Joint capable”*



# Two Phased Approach

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- Two phased approach to reduce risk and achieve success:
  - Phase One
    - Award several small study contracts - one for each product area for approximately six months and/or one or more contracts for a design study concept phase for the enterprise/platform integrator
    - Will provide design objectives to assist in making feasibility/cost/scope estimations
    - Coordinate with SPAWAR 05 and SSCs
  - Phase Two
    - Award of several Functional and/or Platform LSI contracts with appropriate incentives and metrics
      - Award Term/Award or Incentive Fee
      - Associate Contracting Agreements
      - Teaming Encouraged



# LSI Summary

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- Must shift PEO focus from engineering to acquisition
- Government steers the solution; industry builds it
- Two phased approach incorporating risk reduction and multiple LSIs is critical to success
- Desired end state is an integrated C4I system that ensures interoperability across functional areas *and* platforms



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# PEO C4I and Space

## *2005 Focus Areas*

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- **Make our Organizational Precepts a Reality**
  - New Construction and Capabilities Focus
- **Implement a Complete C4I Integrated Roadmap**
  - Full enablement of roadmap potential
- **Improve Program execution**
  - Planning, installation, logistics and life-cycle support
- **Achieve greater Acquisition Results**
  - Impact the process earlier
- **Drive Consistency in System Engineering and Development**
  - LSI contracting (significant, not exclusive factor)



# Summary

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- **Structuring the Organization to be Capability-based**
- **Making the C4I Integrated Roadmap a programmatic reality**
- **2005 Focus Areas will propel us to integrated C4I delivery**



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## **05 Reorganization Objectives**

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- **A Lot of Good People Doing a Lot of Good Things...**
  - **Now It's Time to Optimize Our Talent to Accomplish the "Main Thing"**
- **Change Can Reinvigorate the Organization**
  - **Renewed Focus, Renewed Teams, Renewed Responsibilities**
- **Need to Be Aligned With New HQ and PEO Structures and Optimize Use of SSCs**



## netCentric Organization: Product, Competency & Customer Aligned

Engineering  
Transformation

Business  
Transformation

		TD C2					TD Comms					TD ISR/ IO					TD Business IT				
		Rich Jaffee		Kevin McGee			Don Endicott		Charlie Adams			Carmela Keeney		Jerry Koenig			Mike Fuller		Anthony Jones		
		S&T	Dev Eng	Acq Eng	Deploy	Sustain	S&T	Dev Eng	Acq Eng	Deploy	Sustain	S&T	Dev Eng	Acq Eng	Deploy	Sustain	S&T	Dev Eng	Acq Eng	Deploy	Sustain
Engineering Transformation	Gary Wong	S&T																			
		R&D																			
	Jim Kadane	Systems Engineering																			
	Phil Charles	Assessment & Systems Integration																			
	Tom Higbee	Testing & Evaluation																			
		HSI																			
	Jeff Klein	Logistics Mgt/Material Support																			
		Installations																			
		ISEA																			
	Harold Cohn	Legal																			
Business Transformation	Sarah Lamade	CIO / IT / NMCI / ERP																			
	R. Copeland	Corp Comms / PAO																			
	Tim Dowd	Contracts Management																			
	Steve Dunn	Financial Management	SSC San Diego				SSC San Diego					SSC San Diego					SSC Norfolk				
	M. Malowney	Human Capital Planning																			
	Best Athlete	Business Area Mgt/CRM																			
	Bob Dunlap	Corporate Operations																			
			SSC San Diego				SSC San Diego					SSC San Diego					SSC Norfolk				

SSC New Orleans





# FORCEnet Technical Directors

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- **Conducting Product-centric Site Visits**
  - SSC Charleston
  - SSC San Diego
  - SSC Norfolk/SSC Det Washington Navy Yard
  - SSC New Orleans (16-17 FEB)
- **Drafted/Released “FORCEnet Technical Reference Guide for Program Managers”**
- **Developing Work Acceptance Process/Tools for Claimancy**
  - Coordinating with NAVSEA
- **Developed and Populated Quad Chart Template for All Program and Project Work Across Claimancy**
  - Data Collection >50% Complete



# SPAWAR CHIEF ENGINEER

RDML(Sel) Rodriguez

COS: CAPT Kendrick  
EA: T. Ward

## FLAG ADVISORS

IO

CAPT Tucker

ISR

CAPT Rocker

JOINT

CAPT Zazworsky

**EXECUTIVE DIRECTOR**  
T. Higbee, SES

DEPUTY EXEC. DIR.  
C. Suggs

EXCOMM  
CONSORTIA  
VSYS COM

ADMIN

FINANCIAL

**DEPUTY CHENG**  
J. Kadane, SES

TECHNICAL DIR.  
C. Madsen

TECHNICAL  
AUTHORITY

PROCESS/  
METRICS

C2

PEO C4I  
PMW 150

RICH JAFFEE/  
KEVIN MCGEE

05 Domain CHENG:  
TBD \*

COMMS

PMW 160  
PMW 170

DON ENDICOTT  
CHARLIE  
ADAMS

05 Domain CHENG:  
D. Washburn

ISR/IO

C4I  
PMW 180

CARMELA  
KEENEY  
JERRY KOENIG

05 Domain CHENG:  
L. Coppenrath

BUS IT

DIR NMCI  
PEO IT

MIKE FULLER  
TONY JONES

05 Domain CHENG:  
TBD \*

Combat SYS\*\*

05 Domain CHENG:  
J. Hong

Aviation SYS\*\*

05 Domain CHENG:  
D. Quigley

**ARCHITECTURES &  
HUMAN SYSTEMS**  
D. Quashnock

Deputy: CDR Roche

**ASSESSMENTS &  
EXPERIMENTATION**  
CAPT Bradshaw

Deputy: Dr. B. Rix

**IMPLEMENTATION  
ENGINEERING**  
S. Cramer

Deputy: K. Nelson

**FIBL/FIP  
PM**  
CDR Karkainen

Deputy: D. Green

Updated as 19 JAN 2005



# SPAWAR 05 Tasking Overview

## TD AREAS

03 JAN 2005

AREAS	C2	COMMS	ISR/IO	BUS IT	<ul style="list-style-type: none"> <li>Identify People Assigned to FIBL List</li> <li>Deputies: Review Policy Documents</li> </ul>
A&S					<ul style="list-style-type: none"> <li>Contract Language review of FIBL (check guidance)</li> <li>Architecture &amp; Standards</li> </ul>
A&E		<ul style="list-style-type: none"> <li>COMMS Architecture Adequacy</li> </ul>	<ul style="list-style-type: none"> <li>5 ISR Tasks (Previous EXCOM)</li> <li>ISR Optimal Mix, ISR Processing Location</li> <li>GPS JAM Assessments</li> <li>Space Based Cap</li> </ul>		<ul style="list-style-type: none"> <li>Foreign Cooperative Testing</li> <li>Sea Trial/Trident Warrior Interaction Process</li> </ul>
IE					<ul style="list-style-type: none"> <li>ASW Case Study</li> <li>IPv6</li> <li>FRCB/CCB/STR Work</li> </ul>
FIBL					<ul style="list-style-type: none"> <li>Define FIBL "Large" (FORCEnet Toolkit)</li> <li>Validate NSS Linkage/Data</li> <li>Build "NCDB" Plan</li> <li>Provide FIBL List to TD's</li> <li>FCCC Work (Categorize 1-4)</li> <li>Get Logistics (ILSP for FIBL)</li> </ul>
TASKS	<ul style="list-style-type: none"> <li>Mission Planning Roadmap</li> <li>Close ISCP Gaps</li> <li>Provide ISPP Balance Items</li> </ul>	<ul style="list-style-type: none"> <li>Roadmap</li> <li>Close ISCP Gaps</li> <li>Provide ISPP Balance Items</li> </ul>	<ul style="list-style-type: none"> <li>Roadmap</li> <li>Close ISCP Gaps</li> <li>Provide ISPP Balance Items</li> </ul>	<ul style="list-style-type: none"> <li>Identify Appropriate FAM Interaction within FIBL</li> <li>Close ISCP Gaps</li> <li>Provide ISPP Balance Items</li> </ul>	<b>Legend</b> <ul style="list-style-type: none"> <li>EXCOM Tasking</li> <li>Critical EXCOM Tasking</li> <li>Offsite</li> <li>Other</li> </ul>

## Other Tasking

### Executive Director/Deputy

- Work Acceptance, Workload Balance

### 05 Strategic Leadership Council

- Strategic Plan
- Personnel Plan
- COMM Plan

### Finance

- Spend Plan

### Process/Metrics Group

- Dissect SPP Process with Regards to Data Feeds (FORCEnet Toolset Interaction SME Work)
- POM 08 Timeline Task (Inc. FIBL, Shipmain, JCITS)

### Technical Authority Group

- Technical Authority

### Council of Deputies (Deputy TD's) Meeting

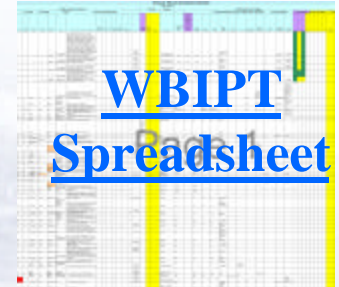
- Act As Policy Review Body

### CIPO/Joint

- JSF Integration into FIBL



# Workload Balance IPT (WBIPT)



- **Objective:**
  - **IAW New SPAWAR TD Organizational Construct**
    - Identify and Prioritized SPAWAR 05 Efforts
    - Assign/realign Resources (People/\$) As Required
- **Process:**
  - Identify Team
  - Identify Tasks
  - Identify Task Ownership (“Old Org” to “New Org”)
  - Establish Task Priority Criteria and Assign to Tasks
  - Identify Specific Task/resource Alignment Goals
  - Identify and Prioritize Task Assignment Realignment Criteria
  - Assign Mission Funded Personnel Within Our New Organization Identify the Tasks They Are Currently Working
  - Apply Criteria to Realign Resources
  - First Pass Products to Be Completed Jan 31, 2005



# GOAL: A Perfect '10' for SPAWAR 05

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# Contracts Update

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- MSA (awarded, going well, PMTO expires 31 January)
- SEAPORT (Held industry days in San Diego, RFP to “competitively enhance” the vehicle to be issued by SEA on 1 February, working internal SPAWAR strategies)
- More on Non-DoD Acquisition (Wynne memo issued, covers services and supplies, approvals delegated, on track, no complaints as of yet)



# **New Topic: SPAWAR Functional Change Lead: Contracts**

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- **Tim Dowd is FCL for Contracts,**
  - **William Paggi SSC CH representative**
  - **Keith Leung SSC SD representative**
- **Lots of work has been done**
- **More needs to be done**
- **Status report follows**



**SPAWAR**



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# **CONTRACTS Functional Change Lead Status**

**CAPT Lowndes**



# CONTACTS FCL UPDATE

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- **BACKGROUND**

- FCL established to explore and implement integrated business and technical practices within the SPAWAR Claimancy.
- Optimize effectiveness and reduce the cost of doing business
- Operate more like a corporation

- **AREAS OF INTEREST(Discussion?)**

- Metrics
- Personnel
- Process Improvement (efficiencies)
- Alignment/Consolidation





# CONTRACTS FCL UPDATE

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- **ESTABLISH CORPORATE METRICS**  
(How do you know where you are going if you don't know where you are?)
  - **Procurement Action Lead Time (PALT)**
  - **Cost to Obligate**
  - **Customer Satisfaction (Annual Survey)**
  - **Customer Satisfaction (Contracts >\$1M)\***
  - **Major Milestone Status (Current status of actions >\$1M)**

**\*HQ only**



# CONTRACTS FCL UPDATE

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- **PERSONNEL**

- **Direct/Indirect Analysis**

- Cost to Obligate
    - Examined overhead functions
    - Determined Direct VS Indirect Billets
    - SSC-SD reduced/realigned indirect personnel
    - 2 HQ Personnel to SITC
    - Also resulted in consolidations
    - Reduced/Realigned civilian FTE from 287 to 247 within Contracts function (Claimancy wide)





# CONTRACTS FCL UPDATE

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- Process Improvements
  - Efficiencies gained through SYSCOM wide contracting vehicles
    - Contract Closeout (VS Initiative)
    - C4I Consolidated Installs (VS Initiative)
    - NAVSEA Seaport Enhanced (VS Initiative)
      - All SSCs and HQ designated as ordering offices
    - MSA (SSCs will have ordering officer authority FEB/MAR 05)
  - Electronics next target for improvement



# CONTRACTS FCL UPDATE

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- **STRATEGIC ALIGNMENT**

- **Consolidations**

- HQ & SSC 8A Closeout Contract/Function
    - Established Virtual Policy Office (HQ absorbed SSC SD policy)
    - SSC Charleston executing Norfolk contracting actions
    - SSC Charleston Lead for CPARS
    - Monthly VTC with SYSCOM Contracting Heads (More frequent phone cons to discuss issues, strategies such as SEAPORT ENHANCED, V SYSCOM)
    - Determining feasibility of combining NWCF contracting offices, status report due JAN 05



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# QUESTIONS/COMMENTS



# ***SPAWAR***



# **NDIA**

NATIONAL DEFENSE INDUSTRIAL ASSOCIATION

# **NDIA**